

Slide 1 (Ashley)

Welcome to the 3rd Central Region 2009 LEAD Class Webinar. We hope that you were able to join us for the first two webinars entitled Servant Leadership and Core Values. This webinar will focus on the topic Power vs. Authority. On a daily basis we experience or encounter both of these in one form or another. By understanding what power and authority are, we can try to become better authoritative leaders both in our offices and at home.

Slide 2 (Ashley, Liz, Jeff, Katy)

Before we begin this topic we would like to take a moment to introduce ourselves. My name is Ashley Novak and I am a meteorologist at the National Weather Service office in Wilmington Ohio. I am Elizabeth Stoppkotte Mesoscale Assistant Forecaster at the Storm Prediction Center. I'm Jeff Boyne, meteorologist at LaCrosse, WI. I'm Katy Branham, meteorologist at Riverton, WY.

Slide 3 (Ashley)

Today we are going to begin our topic discussion on power and authority by first defining what power and authority are. A power leader, like this blizzard in the upper picture, can often lead to destruction. An authoritative leader, our calm lower picture on the other hand, wants the best for their office and home. After defining the definitions of power and authority, we will cover who has power and authority and how power and authority influences the workplace and home. This will lead to how you can build authority. To close out the power and authority section we will have a power, authority, and you discussion. This discussion will be based on the questions we sent out a few weeks ago asking for your power and authority examples. Please be thinking of your responses as we go through the presentation as we will be asking offices to share their experiences during the discussion section. Finally we will see what Johnnie has been up to and what is coming next in LEAD.

Slide 4 (Ashley)

What is it that we think of when we talk about power and authority? Who decides which one we choose and what are the results of those choices? First, Jeff will discuss what power and authority are.

Slide 5 (Jeff)

Power is defined in many different ways in literature. However for this webinar, we will be using author's James C. Hunter's definition of power that he used in his book entitled "The Servant". In this book, Hunter defined power "as the ability to force or coerce someone to do your will, even if they would choose not to, because of your position or your might."

Slide 6 (Jeff)

Like power there are many definitions on authority, the following definitions from James C. Hunter's *The Servant* and Gus Lee's *Courage* summarized this the best. Hunter stated that authority is the skill of getting people to willingly do your will because of your personal influence. Lee said that authority "is ethically inspiring others to be their best selves so that they can act for what is right."

Slide 7 (Jeff)

Now that we have defined both power and authority, let's take a closer look at the differences between these two leadership styles.

First, power leaders ultimately believe that the one way to gain and maintain the power over others is through the use of intimidation. Their goal is to make others feel inadequate, unsure of themselves, and fearful. The most obvious ways of doing this is through yelling at the person, belittling them in front of others, and threatening punishment. They may even take the credit for other people's ideas in front of others. Even humor can be used as a form of intimidation. Put down humor serves to create a we/them and win/lose mentality.

Over time intimidation erodes credibility, damages relationships, causes feelings of resentment, and results in a decline in motivations and creativity.

In contrast, an authoritative leader believes that it is very important to develop personal relationships with those around them. This can be done through listening intently to others, showing empathy, being predictable, holding people accountable, and mentoring those around them. They may even use humor to lift up others. This ultimately makes others feel safe that they can learn from their mistakes. Over time this builds a bridge of personal trust and respect.

Slide 8 (Jeff)

Another difference between the two leadership styles is on how they believe information should be communicated.

A Power Leader ultimately believes that information is power. Even as kids, we knew that having the inside scoop is cool, and we felt important if we had information that others didn't have. If information is power, then being kept out of the loop ultimately leaves you both powerless and in the dark.

Meanwhile the Authoritative Leader believes that it is important to share the "big picture" information with others. They believe that everyone should know what is going on so that they can work toward a common goal. They never use information-withholding as a power tool. However building an information-rich culture can be very challenging. After all, there will be times when they may be privy to information that they cannot simply share with others. In these situations, they will tell others that they are not at liberty to share it and why. For example, "The information is sensitive or proprietary" or "I have been asked to keep it confidential and I need to honor that request."

Slide 9 (Jeff)

Another contrast between these two leadership styles is where their motivation originates.

Power leaders are ultimately directed by their egos and what they can achieve personally. They are always looking for ways that they can continue to climb to the next higher rung in the organizational ladder structure. They will always look out for those individuals that can will make them look good and help them advance up the corporate ladder.

Meanwhile an authoritative leader is motivated by the desire to serve others and help them succeed. They recognize the importance of “Bench strength” on their team. The military perhaps best exemplifies the value in expecting officers to teach their subordinates how to do their job, in case of a battlefield loss of the leader. Succession planning starts with offering all employees the opportunity to “grow” in their job and learn new skills. They believe that potential leaders in their office need to be nurtured, coached, and invested in. They also take the time to develop others to grow into higher levels of responsibility. They even give their colleagues opportunities to attend meetings that they might not normally be invited to. **Lastly, they find projects where you can co-lead and coach someone through the process.**

Slide 10 (Jeff)

Finally, each of these two leadership style believe in handling problems differently.

A Power Leader ultimately believes that his or her view points are the best, so there is no need to listen to others. As a result, they tend to just spout out orders and expect their subordinates to follow them blindly.

In contrast, an Authoritative Leader automatically respond to any problem by listening first.” Listening is a paramount skill in developing solutions that have the buy-in of the entire organization. Effective leaders are never known for their quick solutions that they came up with on their own in isolation such as a power leader. They ultimately believe that it is important to seek input from everyone when making decisions. This includes those with view points which may differ significantly from their own. **This makes them aware of all of the potential issues that may result from going in a particular direction.**

Slide 11 (Ashley)

Now that we have a better understanding of what power and authority are, you may be asking who has or who can have these features? You actually might be surprised to hear that anyone can have authority and anyone can have power. The choice is up to you and it is often a choice that is **understood and decided over a period of time and not just in one circumstance.**

Slide 12 (Ashley)

We could make a list of power and authoritative leaders throughout history. There are any number of leaders of countries, CEOs, teachers, soldiers, and coaches, to name a few, that have exhibited power or authoritative leadership with the people around them. However this is not our focus. Instead we will focus on power and authority in the world and in offices today **and examine what the impact is of that leadership.**

Slide 13 (Ashley)

Some people think that in the office, only managers can be leaders, however this is not the case. All of you can probably think of someone in your office that people feel naturally inclined to follow, that person that people look up to. Sometimes that person is the MIC, sometimes that person is an intern. This is your authoritative leader, the person that if you don't live up to their expectations you feel like you disappointed them, not that they would fire you. There is also that person you know who has the biggest ego and cares more about themselves and where they are headed instead of looking out for the good of the office. Again this could be anyone and this is your power leader. Which one are you?

The goal of this presentation is that each of us will take a closer look at how we influence the people around us and what the result of that influence is. There are numerous people out there who do not consider themselves leaders when in fact they are. If you are a parent then you are a leader. What about with a 2 year old. You can exert power over them, sometimes with mixed results, but what about when they are 17. Would it not be easier to build authoritative leadership with them when they are young, so that when they are as tall as you are they will still act in a respectable way? What about when a new SCEP or intern comes into the office? Do you make them feel welcome and help them out? What about an irate caller? How do you answer them? No matter how you respond here, you are acting as a leader. If you calm their fears and answer their questions, they are going to view you as an authoritative leader. What about if you blow the caller off and make the intern feel like less of an employee? What would that do for workplace morale? **They will view you as a power leader.**

Slide 14 (Ashley)

Let's take a closer look at some examples of power and authority in the office and in the world. One forecaster passed along a story about another forecaster in his office that retired earlier this year and stands as an example of authority in the office. He commented on how people emulated him because of his humility. In one interview, the retiring forecaster commented on how it was a pleasure to work with such dedicated individuals. Instead of commenting on his own career and taking the glory, **he decided to talk about the greatness he saw in those around him.**

Slide 15 (Ashley)

Another example of authority in the workplace can be gleaned from the television show Undercover Boss. In this show CEOs go undercover to understand what is going on in their company in order to improve the company. They had to go undercover so that they could get a true perspective of how employees at the store did their job. In one episode, 7-Eleven CEO Joe DePinto went undercover at one store to find out why it was one of the top sellers of coffee. Joe did all of the work that a regular employee at a 7-Eleven store would do.

One employee that he met was Dolores. Dolores works hard every day and makes an effort to get to know her customers and her customers' needs. She has 5 kids, only one kidney and goes for Dialysis two days a week. After working with Dolores, the CEO of 7-Eleven understood that

it was because of the authoritative nature of Dolores that this particular 7-Eleven store sold so much coffee.

Slide 16 (Ashley)

All of us either know someone who has gone through a rough time or we have gone through a rough time ourselves. When we are down on our luck, it may be difficult to look and try to find the good in the world, but that is exactly what Reed Sandridge has done. He started what is called the Year of Giving after losing his job. He did it in honor of his mother who had recently passed away. His journey shows that authoritative leadership cannot be gained in a day and that it takes time to build authoritative leadership.

Reed decided to give \$10 a day to someone in his community in hopes that it would inspire them to do something for someone else. At first people questioned his motives and some even questioned whether they should accept the \$10. Although this endeavor started out small, through consistency and dedication he has built authority with a large group of people. On his website, which will be given at the end of this presentation and passed along after the presentation, he talks about the people he meets and what they have decided to do with the \$10. Although the \$10 itself is not that much, it is the action of giving and helping that has carried on.

Slide 17 (Ashley)

Another example of authority in the world occurred on June 2nd of this year when Armando Gala-rraga, the pitcher for the Detroit Tigers, lost his bid for a perfect game with 2 outs in the 9th inning on a bad call by 1st base umpire Jim Joyce. Jim had called a runner safe at first base, although the Tigers caught the ball and covered the bag in time. The next batter would ground out and the game ended as a one hitter.

Joyce did not realize his mistake until he saw the replay after the game in the umpire's locker room. Joyce said "I only needed to see it once. It was the biggest call of my career. I just cost that kid a perfect game." Later Joyce, in tears, hugged Gala-rraga and apologized. Gala-rraga appreciated the gesture. In an interview with Jim Joyce's cousin Pat, Pat said "our whole family has been taught that when you make a mistake, you got to step up. Our parents taught us to earn what you get and to be truthful and honest." These examples show that although being an authoritative leader is not always the easiest thing to do, authoritative leadership does yield the most positive results.

Slide 18 (Ashley)

Now that we have looked at authority, let's take a look at power in the world and in the office. Power is often the easier or more cowardly way to lead. When we think of power in the world, there are different world leaders that come to mind that will execute or send to jail those who go against what they want. There have also been stories of unethical CEOs that destroy companies. These examples are more world view and may be harder to see how they impact us in the everyday. What about locally?

Think about the last time you were driving and someone passed you in a no passing lane, 'punished' you by staying only a few inches away from your back bumper, saw someone going at a very excessive rate of speed, or saw someone speed through a red light only to just miss you as you started to go through your green light. This person is exerting power and not respecting others. They do not have personal accountability and feel that they are better than others.

What about when we hear about or see violence towards others whether it be verbal or physical. When someone is made to feel like they are less of a person, power leadership is being exhibited. **This is the case with our power in the office example.**

Slide 19 (Ashley)

In the television show Hell's Kitchen, contestants compete in order to be the head chef at a restaurant. During the process however, there is little constructive criticism. The host of the show, celebrity chef Gordon Ramsay, often will call the contestants names, embarrass them, and belittle them. While this may make for a good television show, it does not make for a good workplace environment.

We go back to the example of the new intern or SCEP. How likely are they to ask questions in the future if the person they originally asked a question to does not take time to answer the question or makes them feel like it is a stupid question. When people mistreat others in the office or make others feel less about themselves, there are often more individuals talking about others behind their backs which in turn can help to destroy office morale. **Power leaders in the workplace can lead to office negativity and lack of motivation.**

Slide 20 (Katy)

We've spent a good amount of time now promoting you to reminisce about the various qualities of leaders you've experienced in your professional and personal lives. Let's take a moment and reflect on those whose actions are based with Power.

Did their leadership style work? Did people follow them? Chances are, your immediate answer was a resounding Yes! But think more, power does indeed work – but typically its results are short term. Immediate results are not hard to get when you're utilizing a "Do this or else" attitude. People will follow because of fear – fear of job loss, marriage ending, getting grounded, etc.

However, even with the feeling of fear, power-based leader's results typically don't last. Eventually their "followers" develop personal courage and come to realize a powerful method of motivation doesn't work. Enter rebellion.

Why is rebellion usually anticipated? Because power based leaders don't motivate their followers in a positive nature. They follow their personal agendas which may have little consideration for the wellbeing of their followers.

Think of the boss from Office Space – Bill Lumbergh. He is a familiar example of a power based leader. His employees would hide from him, take breaks to get away from him, and ultimately plan memorable rebellions against him and the parent company. The quote from Peter Gibbons, one of the main characters in the film sums up the eventual attitude of employees led by a power-based leader, “It’s not that I’m lazy, it’s that I don’t care.” What if that attitude crept into a National Weather Service office? Think about how a power based leader may impact the mission of the agency.

Slide 21 (Katy)

When you’re dealing with a power oriented leader, there will be a part of you that wants to help change their leadership style to something more positive.

There are things to keep in mind while dealing with confronting someone’s leadership style or methods. First, and most importantly is that you alone cannot change the person. For a person to change in any manner, they have to WANT to change. The only thing you truly have influence over is yourself, but that doesn’t mean that bringing an inappropriate action to someone’s attention is meaningless. Perhaps they didn’t realize the impact they were having on people. They can then take this information, reflect internally and hopefully reach the decision to make some adjustments.

The tact you use to approach the power oriented leader is also important. If you approach them with a “guns blazing” attitude, chances are you will only raise the defensive side in the listener and they will not hear or digest to your true message. Using a method which is calm and factual will go much further in making an impression.

The use of empathy can be an important player in communicating with any leader. Try to look at the situation from their point of view, it may provide some different methodologies for approaching them. If empathy is not your strong suit, or you are convinced that the topic is too “charged” and will almost certainly result in a confrontation, consider using a mediator. Having a neutral party there may be beneficial to both parties.

Along with the style of how you confront the person, also keep in mind that the environment and timing can be crucial. Even though the inappropriate situation may have just occurred, it is unlikely that confronting a supervisory level meteorologist in the middle of a severe weather outbreak will have the best results. Consider the environment and discuss any issues at an appropriate time and in an appropriate location.

For the purpose of this presentation, we are going to look at one specific method for discussing concerns with people.

Slide 22 (Katy)

As illustrated in the book, Courage: The Backbone of Leadership a method labeled Action-e-Reaction can be a very useful tool in communicating both complaints and compliments.

What is Action-e-Reaction? There are two parts to an action-e-reaction statement. The first is stating the behavior or “action” you want to address. A simple method for doing this is to start off the sentence with, “When you...” and then complete the action you need to address. The second, or “reaction” side of the equation allows you to use an adjective to describe how the action impacts you. The end result of the combined sentiment will be, “When you do the specific action, I feel (or felt) some adjective.”

There are some tricks to this as to not elicit the defensive reactions we discussed earlier. Avoid utilizing “When you did this, you made me feel this way.” No one can make you feel any specific way, your reaction is personal and should be explained that way. Additionally, this method places everything on the receiver and will cause them to become defensive, instead use it as a reflective exercise. Let’s go through a quick example of **what this conversation may entail.**

Slide 23 (Katy)

Let’s first go through an example where you may be addressing a negative action. We’ll say the interaction is between Bob, a general forecaster and Amy, a lead forecaster. Bob has been showing up 10-15 minutes late for his shifts for the past few months and Amy has decided it is time to address the issue.

Note again the form of Amy’s comment... “When you...I feel.” This should keep Bob from feeling attacked during the conversation. What will Bob’s reaction be? Well, that can be hard to say. It is, of course, up to him how he officially reacts to the confrontation. He may just blow off the conversation, or even grow a little agitated with Amy. However, it will still make him think about his actions, and the next time he is late while Amy is working, he’s aware how his actions will impact her. If it happens again? Then Amy may have to have the same conversation with Bob at a later date. Eventually, Bob will have to internalize her comments and reflect how his actions impact not only Amy, **but everyone else in the office as well.**

Slide 24 (Katy)

Action-e-reaction can aid in situations where you need to address a difficult topic. What about recognition? We all know that recognition of some form is helpful when it comes to motivation. Let’s take a look at a positive oriented conversation between the same two fictional employees.

Note the same format as the conversation related to a negative action. This type of positive feedback and recognition can go a long way for improving relationships – **both personally and professionally.**

Slide 25 (Katy)

As you’re going through these examples, we wouldn’t be surprised to learn that you’ve identified people (hopefully not many) that fall into the “power” category. Perhaps you’re wishing that a specific coworker or relative was present to hear this talk in hopes that it would make them realize that power is their leadership method. It’s easy to think of other people in our lives that fit into this category, but perhaps you should take some time to reflect on yourself as well. Do you recognize power-oriented actions as things you’ve done in your daily

life at home, work, or in the community? It's never too late to change if you're ready. It can take some effort and may be taxing at times to change your initial reactions to situations and stresses, but the end result will be much improved relationships and a less stressful life.

How do you get started? The book QBQ! The Question Behind the Question, can be referred to in making changes. How do you become a positive influence in situations, or a leader that people want to follow? First off, try to avoid the blame game. Looking at a situation that went awry and immediately coming to a conclusion that it was someone else's fault may not be the most productive method of ensuring the situation does not repeat in the future. Try to focus on the "what" or "how" in the situation. "What happened, and How did that situation come to play?" can be a better investigative sentiment than "Who did that action, why did they do it?"

When developing a subsequent course of action for future developments, think about what you can do to make a difference. "How can I ensure that situation doesn't occur on my shift?" "What can I do to improve the work environment here?" These questions add in personal accountability, and **make you focus on the action rather than the cause.**

Slide 26 (Katy)

Through examples and suggestions, we've tried to begin to explain what it means to be an authoritative leader. Let's discuss this further with more specific definitions and explanations.

It may appear to you that authoritative leaders are not forceful by nature. But don't be mistaken. Authoritative leaders do not step in and complete someone's task when they are not doing their job. Imagine if you repeatedly tasked your child with taking out the garbage, but then you consistently took it out because they were ignoring your request. That's not authoritative leadership – in reality, the child would more or less have the leadership role, and chances are it's a power oriented one.

Courageous communication, as we've discussed, allows the authoritative leader to enhance their follower's motivation. When following an authoritative leader, you may find that you want to do the best job possible. You hold yourself personally accountable for the success of that request, and you do it because you "want" to, not because it was demanded of you. This all goes along with an authoritative leader. Authoritative leaders have a special knack for acknowledging their own responsibility in tasks and instilling a higher work ethic for those following them.

Are authoritative leaders always right? No, of course not, no one is right all the time. When situations arise when something will simply not work as planned or needs to be stopped all together, the authoritative leader is ok with that. Compromise, change and rejection all come with the ground of being a leader. However, if you talk with an authoritative leader and a power leader who have both seen the same rejection, you will notice a key difference. The authoritative leader has a tendency to take responsibility for everything that went wrong, "I did not think that plan through." Whereas the power leader may have the response of, "My employees failed." Note the return again of the "blame game" we discussed earlier. Conversely when something goes right, even when directly at the hands of the authoritative leader, they

will first recognize their employees and label it a group effort where the power leader tends to take sole credit.

So take some time after this presentation and think to yourself – what can I do to build authority in my life? **How can I make these changes?**

Slide 27 (Liz)

Now that we've talked about what it means to have power and what it means to have authority, here is a list of some easy to remember characteristics of each kind of leader. You may have already been thinking about some of these as we've been going through the presentation.

An authoritative leader, whether at work, home or in the community, is humble. They do what they do as much for the benefit of everyone else as for themselves. They take (and give) constructive criticism so they (and others) are on a path of continuous improvement. Having authority takes hard work, it's not a right, it's something that is earned through trust, mutual respect and being a courageous and selfless person. **Being a servant leader and adhering to strong core values helps a person build authority and stay on a positive and productive path.**

Slide 28 (Liz)

A power leader, whether at work, home or in the community, leads to low morale and low productivity within a group. The people that choose this path, often exhibit strong egos, selfishness and a belittling attitude. These leaders lead by force, short-sightedness and anger. Being in control and making others feel inferior often are the rule with these kind of leaders. This can lead to an unhappy, angry and low confidence environment that is not really good for anyone involved.

The choice is yours. We all have the ability to be in a position of authority or in a position of power. **No matter what role you play, as an employee, as a boss, as a parent, as a recreational group member, you have the ability to build people up or tear them down.**

Slide 29 (Liz)

I'm sure we can all think of examples where someone has displayed power or authority characteristics. Let's take a couple of minutes to share these stories with others on the call.

First, think of a situation where someone displayed the characteristics of a power leader. Would anyone like to share these characteristics of this person (at work, at home, in the community....no names/positions, etc) and the affect they had? How did you or others deal with this situation?

Ok, good. Now, would someone please share with us the characteristics of someone who showed authority (at work, at home, in the community....no names/positions, etc) and the affect they had? How did you or others respond to this situation?

Great! As we have said throughout this presentation, we all have the ability to choose, to be a leader through authority or to exert power over people.

Slide 30 (Liz)

So, we would like to close the discussion with this quote:

“We must decide if we will choose to serve others or merely serve ourselves.”

—James Hunter

Slide 31 (Jeff)

Johnnie the Leadership Lizard continues to enjoy his travels across Central Region. So far, he has been to 8 Weather Forecast Offices and the North Central River Forecast Center.

Slide 32 (Jeff)

Johnnie has had quite a few adventures. To recap just a few, back in November, he helped the Riverton office with their food drive. This food was donated to the Lander Care & Share Food-bank a week prior to Thanksgiving. After dropping this food off at the food bank, Johnnie and several members of the Riverton staff volunteer to do various jobs there.

He then went to La Crosse, WI where he participated in three volunteer activities. This included collecting food from motorists at the La Crosse Spartans' Indoor Football Team with their "Stuff the Bus" Food Drive, helping the office with their clothing drive for the New Horizons Shelter and Women's Center, and helping the office make Christmas much more brighter for a single mom and her seven month old daughter. He also got a chance to see one of his favorite authors James C. Hunter who has written two books on Servant Leadership. Both of which were used during this webinar. Johnnie was joined at this lecture by several members of the La Crosse and Chanhassen staff members.

Finally, he has helped WFO Chanhassen and the North Central RFC with Adopt-a-Family. They sponsored two needy families in the metro area who were unable to afford holiday gifts due to hard economic times and health issues. One of the families was a single mother struggling to raise four boys all by herself. The other family was a mother and father with two boys and two girls, who were having a difficult time because the father was very sick and unable to work.

Slide 33 (Jeff)

If you would like to read more about these activities and keep up with Johnnie's journeys, you can follow him at his blog site. At the bottom of this blog, there is a calendar where you can schedule to have Johnnie visit your office.

Slide 34 (Jeff)

Drum Roll

Slide 35 (Jeff)

While talking about some of Johnnie's activities, we would like to announce that during this upcoming September there will be Central Region's Month of Service.

This Month of Service will be somewhat similar to the National Rural Letter Carriers' Association Food Drive which is held the first Saturday in May. They have been doing this since 1991.

While they have every post office doing this one activity, we would like to encourage that each Central Region office participate in this activity by doing a volunteer service activity or several activities of their choice.

Slide 36 (Jeff)

Here are just a few ideas of things that your office may want to do. More details on this Month of Service will be coming from the LEAD 2009 class during the upcoming month.

Slide 37 (Katy)

This slide shows the references we've used throughout our talk. These resources were invaluable to us while we researched and organized this talk. They are highly recommended.

Slide 38 (Katy)

While our webinar may be winding down, let's talk about what's coming up next. Immediately after the talk, you will have the opportunity to complete a survey on our talk. Upon leaving the webinar, you will see a page leading you to the survey. The survey consists of some yes or no questions, and two essay questions. Please consider leaving your thoughts regarding our talk. We appreciate any feedback you provide.

We were honored to be the group who was able to first allude to the Month of Service. While September may seem like a far way out, maybe beginning to think of ideas for your office's month of service will be beneficial. If you do come up with ideas, please feel free to email the 2009 LEAD class and share. We would love to hear your ideas, plans and successes!

The fourth, and final 2009 LEAD presentation is slated for late summer or early fall. This installment will concern mentoring. Further details of this effort will be released in the coming weeks and months.

Now Jeff will explain a special activity we have planned following this webinar.

On the Central Region MetDat server and in an e-mail which will follow this webinar, you will find an Authoritative Leadership Test. This was developed by author James C. Hunter and it involves what he called the Leadership Skill Inventory or LSI. It can be completed in less than 15 minutes and consists of 25 statements about the participant along with two open-ended questions. The participant should distribute this LSI to ten or more of their subordinates, superiors, peers, significant others, family members, and friends. In addition, the participant will also complete their own LSI. Once all of the LSIs have been completed, the participant can either manually write the received information into a pdf LSI summary form or enter the data

into the LSI EXCEL spreadsheet which was developed by the ones that put this webinar together. The advantages of the EXCEL spreadsheet is that it will automatically calculate a composite score of the LSIs that they received from others, and they can also print out a LSI summary report which is color coded. This makes it easy to compare how your LSI compared with those that you received from others. It can be very enlightening for a person to see their self-assessments juxtaposed against their 360-degree feed back from others to illustrate how they see themselves versus how the world sees them. It is suggested that once this is done that it will be repeated about 6 months later to see where the individual improved.

More information on the exact location of where you can watch this webinar again and where you can take the leadership test will be sent out in an e-mail.

If anyone has any questions or comments, please ask them or tell us now.

Thanks again for attending our webinar this morning and we hope that you will attend the next webinar on Mentoring.